

McDowell Road Task Force
SWOT Analysis
10/01/09

An assessment of the internal and external environment is an important part of the strategic planning process. **Internal** environmental factors can be classified as strengths **(S)** or weaknesses **(W)**. **External** factors can be classified as opportunities **(O)** or threats **(T)**. This analysis of the strategic environment is referred to as a **SWOT analysis**.

The following is a summary of the Task Force input:

Internal Strengths- Attributes *that are helpful to achieving the objective.*

- Location
- Infrastructure
- Cache of Scottsdale
- Affordability of housing
- Interested Citizens
- Political Support
- Land availability- Large and small parcels
- Proximity to:
 - *Scottsdale Healthcare
 - *ASU
 - *Schools
 - *Indian Bend Wash
 - *Sky Harbor Airport
 - *Transportation- buses, public transit
 - *Cross Cut Canal
 - *Papago Park
 - *Vibrant Downtown
- Development of a cohesive plan that fits the community
- Opportunity for businesses to work together
- Major employers

Internal Weaknesses- Attributes *that are harmful to achieving the objective.*

- Excessive amounts of commercial zoning
- Zoning sustainability
- Commercial zoning not compatible to area
- Parcels too small for redevelopment
- Large expanse of concrete
- Code enforcement lacking
- Image issue
- Declining commercial base

- Businesses leaving
- Perception of commercial land value is inflated
- Is there infrastructure to support future development
- Small trade area to support retail uses
- Aging housing
- Corridor is between other economic areas. (duplication?)
- Lack of housing alternatives to allow people to age in their neighborhoods
- Lack of diversity in housing types
- Lack of diversity in transportation options
- Perception of demographics, 60% of folks are below the age of 49.
- Lack of services to support households
- Diminishing resources
- Lack of agility, cant' take too long
- Demographic concerns: Promote personality for community to support
- Need to revitalize existing neighborhoods
- Look at "construct" of neighborhood- mix of established demographics vs. younger couples moving in.
- Services should support established population
- Small scale services are needed
- Inadequate zoning for return on investment

External Opportunities- *Conditions that are helpful to achieving the objective.*

- Urban core focus (reverse urban sprawl)
- Municipal partnerships
- Younger demographics
- Transit connectivity
- Maturity in development
- Staged for redevelopment
- Ripe for change
- Leverage existing resources
- Revitalize existing housing stock and supporting infrastructure
- Close to Sky Harbor
- Utilize volunteer core
- Real-estate opportunities
- We have what others don't want

External Threats- *Conditions which could do damage to the objective.*

Fear of regionalism

Economic conditions- Is there money available?

Sunset provisions to ensure developer commitment

Our competitors- we do not want to compete internally, for example Downtown.

Lack of ample executive housing stock

Little or no influence on outcome of Papago Park.